

Making Work Suck Less: Employee Engagement Strategies during COVID and Beyond

Presented by
County of Santa Clara
Social Services Agency

County Welfare Directors Association
Annual Conference

October 13, 2022

MAKING WORK SUCK LESS
**TRIVIA
GAME**

JOIN THE
FUN!

ARE
YOU
READY?

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ENTER CODE: **NUMBER**

Presenters



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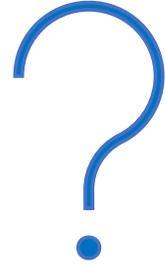
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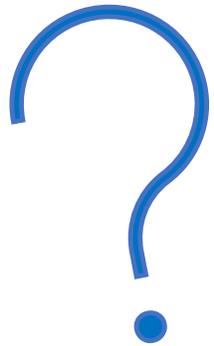
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What are you hoping to get out of today?



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What to Expect from Today's Presentation

- Context about why we focus on employee engagement
- Background on how we built readiness, infrastructure, and capacity
- Highlights of specific programs, tools, and resources that can be used to in your own organizations to support engagement

Employee Engagement: Why Should We Care?

“...the involvement and enthusiasm of employees in their work and workplace”¹

If employees are...



ACTIVE COMMITMENT

Employees plan to stay and recommend the organization to others



PERSONAL SIGNIFICANCE

Employees feel valued and are enthusiastic about their work



CONFIDENCE IN THE FUTURE

Employees believe in the future of the organization.

Then it leads to...



FEWER SAFETY INCIDENTS



LOWER TURNOVER



HIGHER PRODUCTIVITY



HIGHER EMPLOYEE WELL-BEING

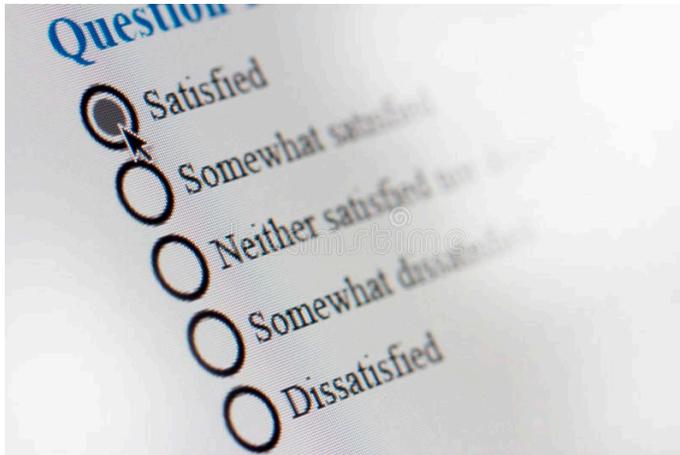


HIGHER CUSTOMER METRICS

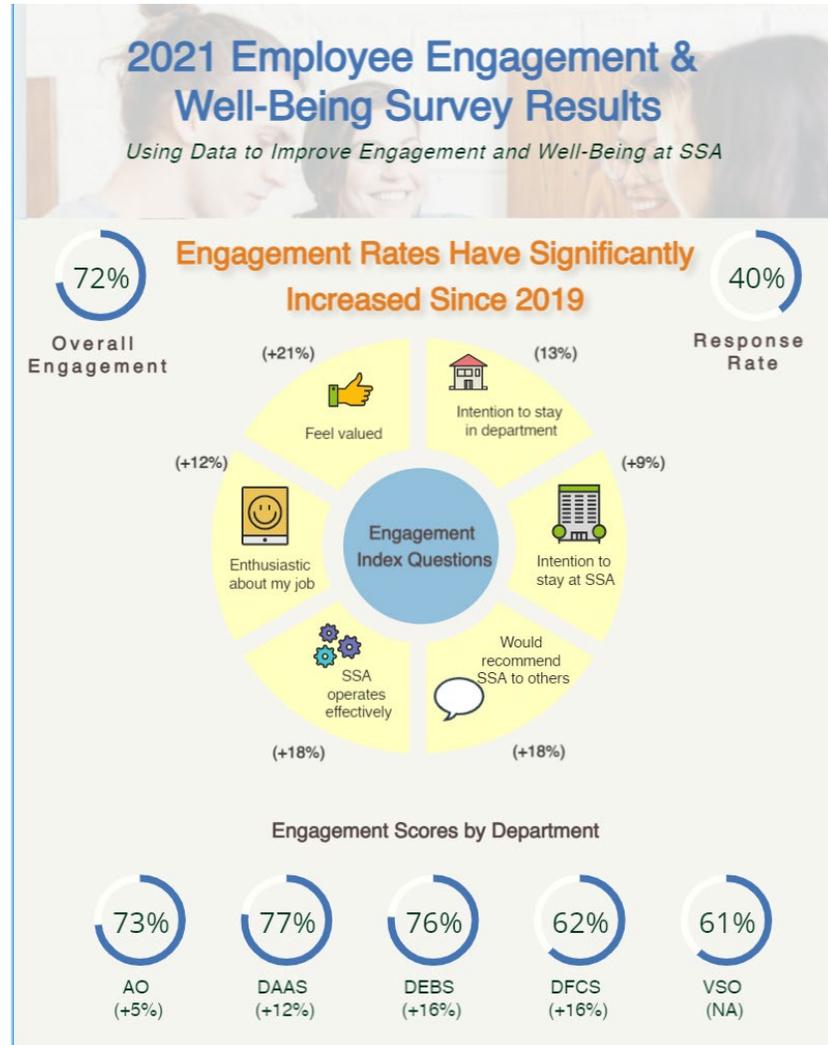
¹ See “[The Powerful Relationship between Employee Engagement and Team Performance](#)”, Gallup, 2020.

EMPLOYEE ENGAGEMENT AND WELL-BEING SURVEY

USING DATA TO INFORM STRATEGY



CLOSING THE FEEDBACK LOOP



Drivers of Engagement

- Creating time and space for all staff to engage in professional development activities
- 2-way communication between agency leaders and staff at all levels

Recommendations to Improve the Work Environment

- Telework/flexible schedule**
 - Current Strategies:
 - Tracking agency-wide service delivery metrics
 - Monitoring and reporting metrics to agency leadership
- Staff appreciation & recognition**
 - Current Strategies:
 - Virtual High 5s/Kudos Boards
 - Announcements in emails, staff meetings, newsletters/bulletins
- Clear and consistent communication**
 - Current Strategies:
 - SSA Voice/Bites
 - EEWB Newsletter
- Staff trainings & coaching**
 - Current Strategies:
 - Mentoring Program
 - Leadership Development Program

Questions? Email ore@ssa.sccgov.org



EMPLOYEE ENGAGEMENT & WELL-BEING: THE SSA APPROACH

Implementation:
Building Readiness, Infrastructure,
and Capacity





Employee Engagement & Well-being??????



2019: Let's Get To Work



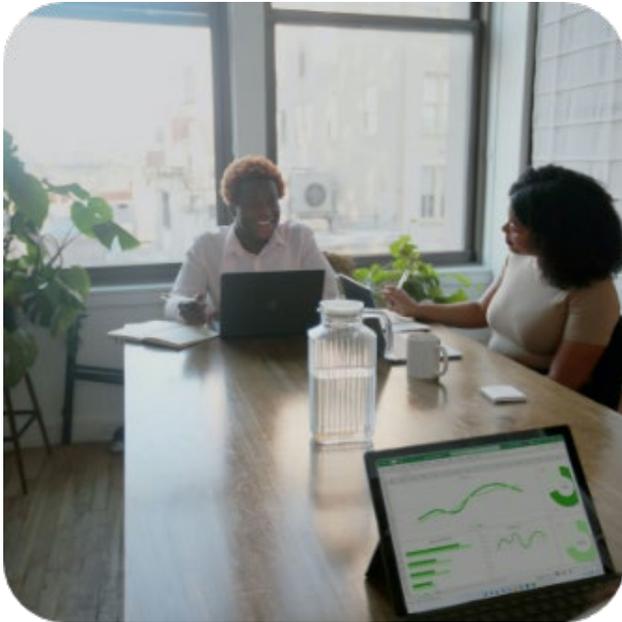
SSA Extended Executive Leadership Team







ENGAGEMENT: LINKED TEAMS TO SUPPORT THE WORK



**SSA Staff and Departments
aka “Experts”**

**SSA Employee Engagement
&
Well-being Team**

Executive Leadership Team



KEY “PILLARS” OF ENGAGEMENT STRATEGIES



Ensure Communication

Nurture Professional Growth & Development

Focus on Recognition

Promote Health & Wellness

Foster Healthy Relationships



Employee Engagement and Well-Being Theoretical Framework

Employee Engagement is...

- Supporting staffs' curiosity to continuously grow and develop (*Compassionate, Innovative*)
- Creating a culture to intentionally include staff voices at all levels to inform design and decision-making for continuous improvement (*Responsive, Innovative*)
- Creating an environment within SSA for equitable, open, and trusting communication for staff at all levels (*Responsive*)



Employee Engagement Outcomes

- Connection
- Feeling valued
- Retention
- Others

Short-term outcomes

Improved client satisfaction & experience

Long-term outcomes

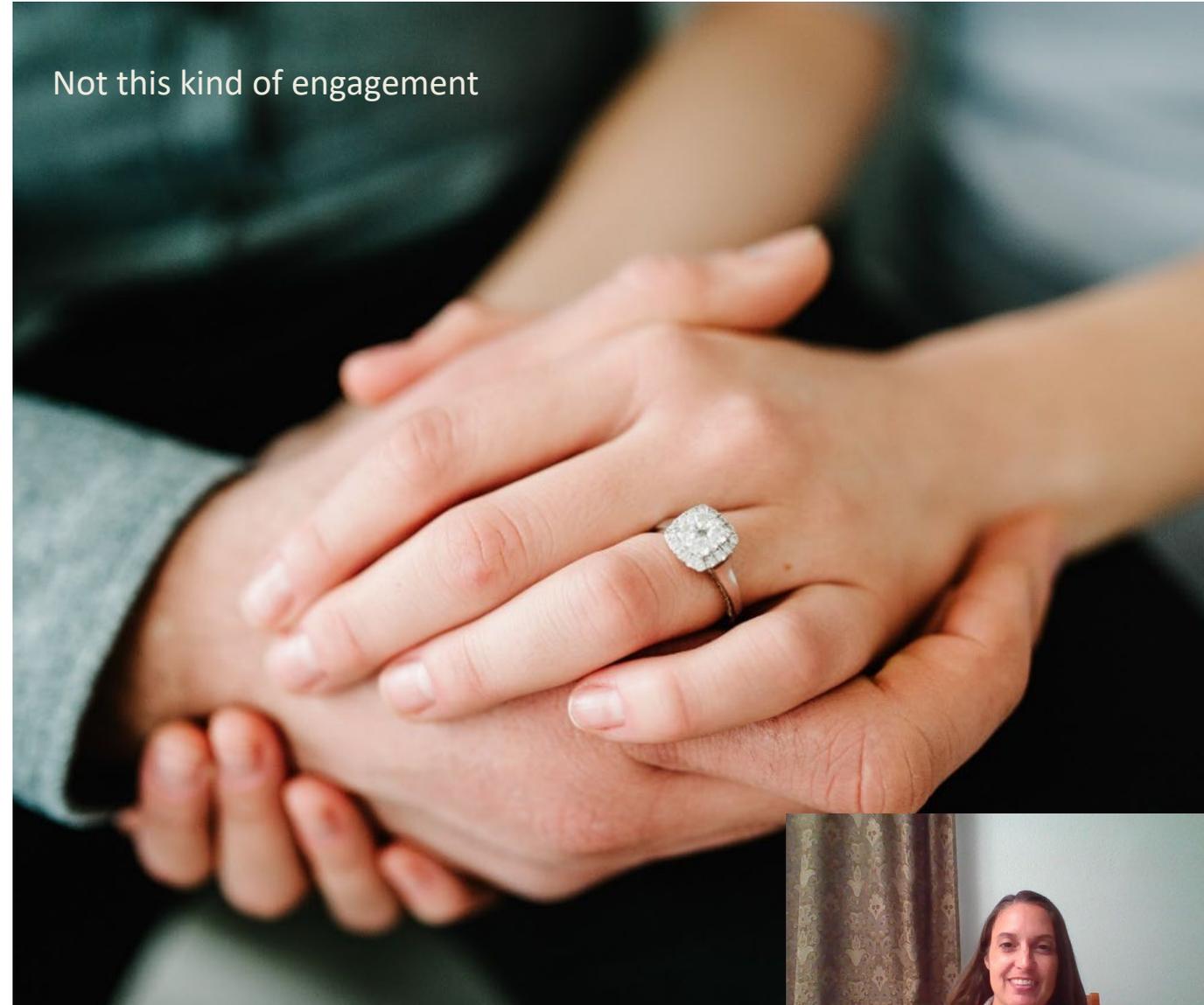
Improved individual, family, community outcomes

SSA Culture, Systems, Structures: How We Engage



EXAMPLES OF ENGAGEMENT STRATEGIES:

- SSA Voice Videocast
- SSA Mentoring Program
- Teleworking
- Employee Wellness



SSA Voice Segments

- Polling & Menti Questions/Surveys
- Announcements
- Virtual High-5 Segment
- Special Guests and Programs
- Dialogue with SSA Executive Leadership

SSA VOICE:
MONTHLY VIDEOCAST



SSA Voice Data

96% - Aware of the SSA Voice

69% - Participated in SSA Voice

93% - Effective venue to communicate

92% - Would recommend to others



The SSA Mentoring Program

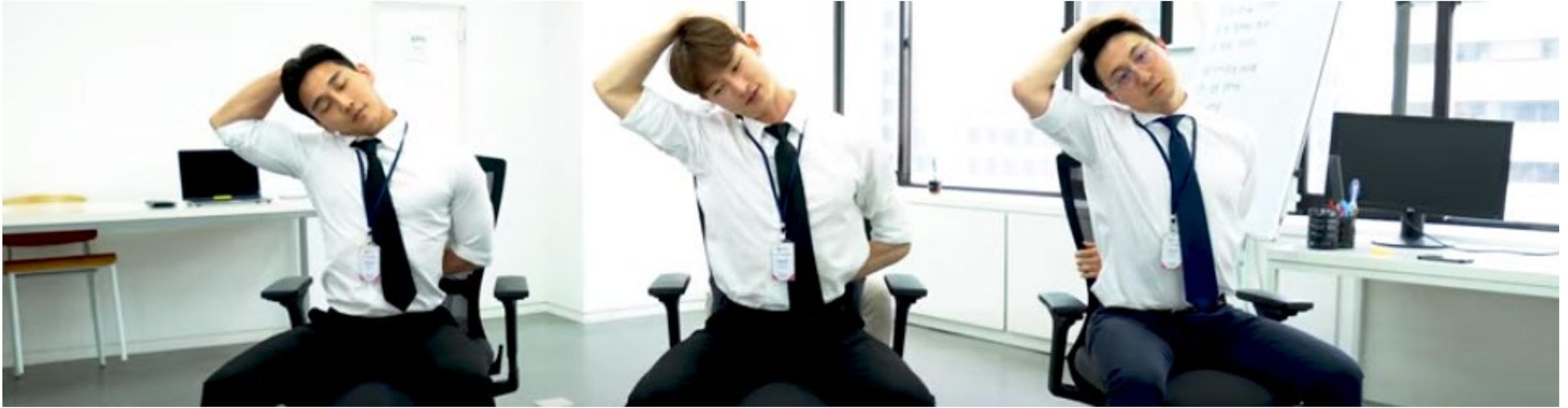


BENEFITS



- Increase Morale
- Retention in Social Services
- Staff Feel Valued
- Staff Prepared for Today
- Staff Prepared to Tomorrow's Leadership Opportunities
- Introduce Staff to New Opportunities throughout the Agency
- Partnering with the Labor Unions
- Supports Coaching





Instant Recess





TELEWORK

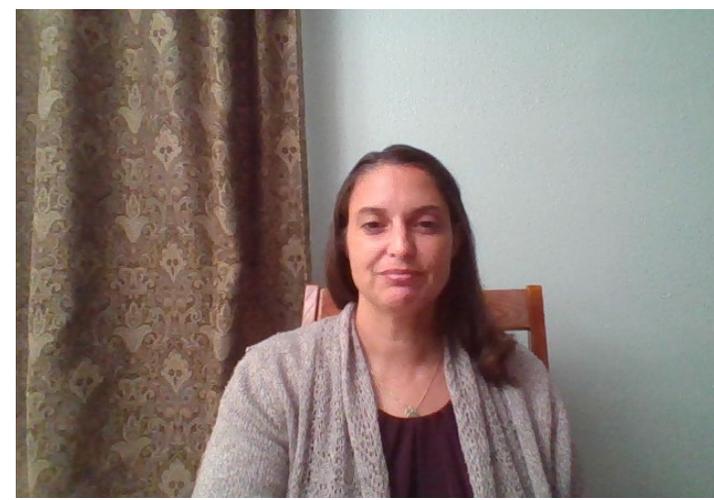
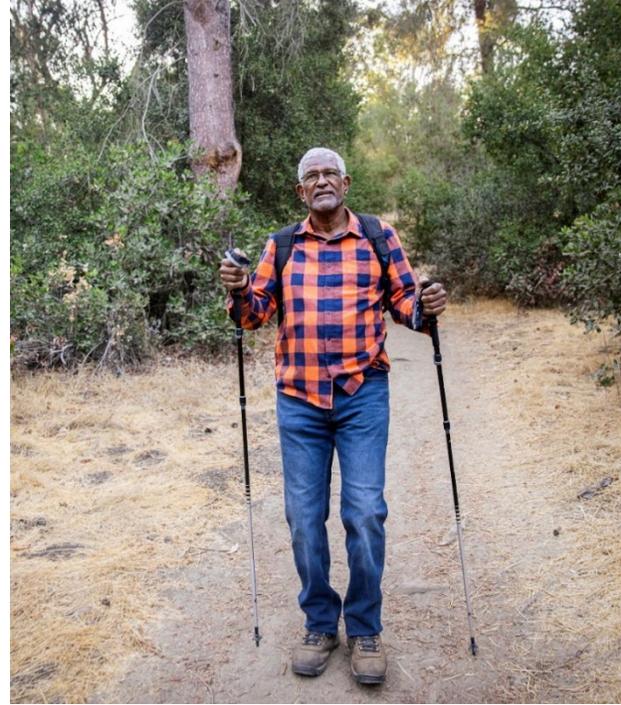
- Culture change
- Engagement data improvement
- Evaluation of telework/engagement strategy





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More EEWB Strategies

- SSA Speaker Series
- Trivia Tuesdays
- Seasonal celebrations/events
- Employee Recognition
 - Virtual High Fives
 - Kudo Boards
 - Years of Services Celebrations
- Engagement and Well-Being Newsletter
- 360 Feedback Surveys
- Human Centered Design Projects (P3)
- Leadership Development Program



KEY “PILLARS” OF ENGAGEMENT STRATEGIES



Ensure Communication

Nurture Professional Growth & Development

Focus on Recognition

Promote Health & Wellness

Foster Healthy Relationships



Key Takeaways

1. An engaged workforce has positive impacts on many organizational outcomes;
2. Building organizational readiness and capacity is essential for building successful engagement strategies;
3. Measurement, monitoring, evaluation, and closing the feedback loop are key to ensuring that strategies are responsive and effective



THINGS TO CONSIDER FOR YOUR COUNTIES



- How is engagement viewed at your agency?
- What current activities and strategies has/is your organization providing that attends to staff engagement and/or well-being?
- Who is leading those efforts or strategies?
- What data is currently collected that can provide some information about employees' overall satisfaction or perception about your agency/department?
- What are some next steps you can take back to your County?





Discussion and Questions

Thank you for joining our session.

We hope you were engaged!

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- Diane delos Santos: diane.delossantos@ssa.sccgov.org